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Original Research Article

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Organizational Culture and Citizenship Behaviour of the City Government of Digos

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ABSTRACT

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Aims: <mark>The relative importance of organizational citizenship behaviors (OCB) in organizations is established. Organizational culture has been proven to influence OCB. However, less have studied the interaction of the two organizational variables among local government units.</mark>This study intends to describe the city government of Digos' organizational culture and organizational citizenship behavior and examine the relationship between them.This research also endeavors to investigate the influence of profile variables namely employees' age, sex, position, department and years of service on the organizational citizenship behavior.

Study design: This study adopts the quantitative, non-experimental research design particularly the causal-correlational design. The independent variable is the organizational culture with the dimensions dominant characteristics, employee management, organizational leadership, organizational glue, strategic emphasis and criteria of success. The dependent variable on the other hand is organizational citizenship behavior with the indicators altruism, courtesy, sportsmanship, conscientiousness and civic virtue

Place and Duration of Study: This study was conducted in the City Government of Digos City, Province of Davao del Sur, Region XI, Philippines from the period January 2018 to June 2018.

Methodology: Two questionnaires were utilized namely the organizational culture assessment instrument (OCAI) and the 25-item organizational citizenship behavior scale. These were administered to 196 employees of the City Hall of Digos. Following the correlational research design, the study made use of the mean, Pearson product moment correlation coefficient and the general linear model as statistical tools to address the objectives of the study.

Results: For organizational citizenship behavior of the city government of Digos, results indicate that the dimensions namely altruism, courtesy and sportsmanship were found to be high while conscientiousness and civic virtue were found to be very high. Elements of organizational culture had significant correlation with particular dimensions of organizational citizenship behavior. It was found that the dominant characteristic have significant correlation to courtesy. The organizational leadership was also found to significantly correlate with conscientiousness. The employee management culture was also found to significantly correlate with. The strategic emphasis culture also significantly correlates with civic virtue. The criteria for success scenario significantly correlated with altruism. The results of the analysis using the general linear model to identify profile variables that significantly influence the different organizational citizenship behavior indicators. It was found that the employees' sex had a significant influence of altruism. Courtesy and sportsmanship was significantly

influenced by employees' department and sex. Conscientiousness and civic virtue were affected by employees' department.

Conclusion: Prevailing organizational culture of the city government of Digos under the context of dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success were found. The level of organizational behavior was also described as high for the indicator's altruism, courtesy and sportsmanship, while conscientiousness and civic virtue of the organization were described as very high. Significant relationships also existed among various organizational culture scenarios and indicators of organizational citizenship behavior. Finally, it was found that employees' sex and department significantly influenced specific indicators of organizational citizenship behavior.

1. INTRODUCTION

In an organization, each employee is expected to perform certain roles as specified by the job descriptions and superior's expectations. However, sometimes, individuals perform certain tasks or exhibits certain behavior above and beyond his call of duty. This extra role behavior is spontaneous and does not result in any formal reward. This is termed as organizational citizenship behavior and was defined by Organ (1988) as individuals' that is discretionary, not directly or explicitly recognized by formal rewards system and in aggregate promotes the efficient and effective functioning of the organization.

Organizational citizenship behavior is the human behavior which is required to be studied in the context of an organization. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive organization-relevant behavior. Because of the importance of good citizenship for organizations, understanding the nature and sources of organizational citizenship behavior) has long been a high priority for organizational scholars (Bateman and Organ,1983; Organ, 1988) and remains to be so.

Organizational culture within a given frame work can shape organization citizenship behavior among employees. This indicates that the higher the organizational culture will shape the OCB behavior making better. The results of the study showed that organizational culture had a positive effect on OCB, Annisa and Eko (2014) found that organizational culture had a significant effect on OCB, in line with the research of Muhdar, et al., (2015) which suggests that organizational culture is the most dominant variable having significant effect on Organizational Citizenship Behavior (OCB).

Likewise, the subject of organizational culture has been considered as one of the central elements that contribute to organizational success. Theorists and practitioners suggest that improving organizational culture assists in regaining organizational competitiveness and citizenship behavior (Yeung, Brockbank&Urich, 1991). Organizational culture a picture of how the organization operates and the values that characterize it will be revealed.

Philippine local government units are also organizations, with a particular culture and citizenship behavior. However, there have been limited studies on this type of inquiry in the local setting. Particularly, the city government of Digos is an organization which may be studied under the context of organizational citizenship behavior. This study intends to

49 investigate the significant relationship between organizational citizenship behavior and its
50 possible predictor which is organizational culture. This research also endeavors to
51 investigate the influence of profile variables namely employees' age, sex, position,
52 department and years of service on the organizational citizenship behavior.
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1.1 Theoretical Framework

Increasing research on human resources of organizations provides evidence that a focus on organizational variables is considered a core element for success of the organizations. There are several theoretical considerations that prove the interplay between organizational culture and organizational citizenship behavior.

Organizational Citizenship Behaviors have been defined as "individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of an organization".

The work of Hazzi (2012) opened possibilities of correlating organizational variables with organizational citizenship behavior and their dimensions. Sarafraz and Kia (2015) proved the relationship organizational citizenship behavior the culture of the organization as citizens in different communities and individuals working in organizations.

A substantial amount of attention has been paid to the concept of organizational culture in the past (Cameron & Quinn, 2011) because it is considered as one of the central elements that contribute to organizational success. Researches of organizations assert that when an organization has strong culture and congruence, it is more effective than when it has a weak, incongruent, and disconnected culture. Further, it was found that it is difficult to find a highly successful company that does not have a distinctive, readily identifiable organizational culture because of its powerful effect on performance and long-term effectiveness.
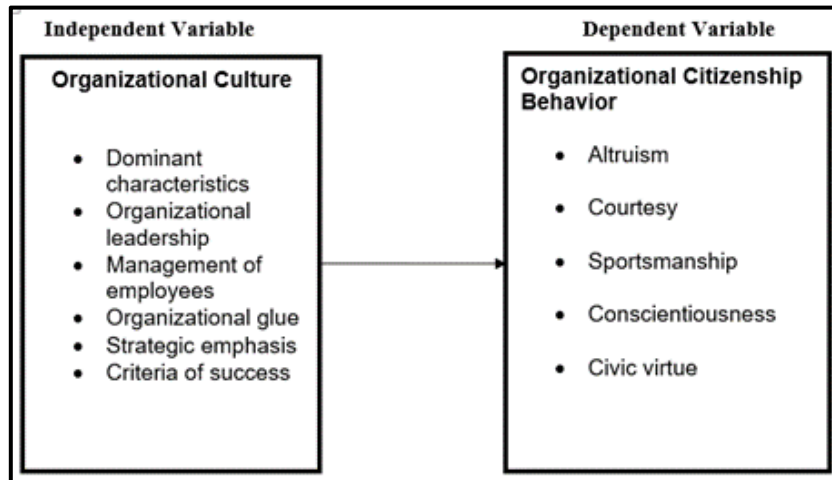
Organ (2006) believed that fairness perceptions may influence organizational citizenship behavior, OCB, by prompting an employee to define his or her relationship with the organization as one of social exchange. If employees consider themselves in conditions of social exchange, they may be more likely to exhibit organizational citizenship behavior and to benefit their organization, then.

It is noted that Organ elaborated the five specific categories of organizational citizenship behavior. Altruism is directed towards other individuals, but contributes to group efficiency by enhancing individual's performance; participants help new colleagues and give freely of their time. Conscientiousness is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements. Sportsmanship increases the amount of time spent on organizational endeavors; participants decrease time spent on whining, complaining and carping. Courtesy prevents problems and facilitates constructive use of time; participants give advance notices, timely reminders and appropriate information. Civic virtue promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions.

Mohanty and Rath (2012) further established the relationship between organizational culture and organizational citizenship behavior and their indicators.

1.2 Conceptual Framework

97
98 The figure above is the conceptual models on which the study is based. The model assumes
99 and hypothesizes that all dimensions considered for analysis in organizational culture and
100 organizational citizenship behavior impact each other.
101

Independent Variable	Dependent Variable
Organizational Culture • Dominant characteristics • Organizational leadership • Management of employees • Organizational glue • Strategic emphasis • Criteria of success	**Organizational Citizenship Behavior** • Altruism • Courtesy • Sportsmanship • Conscientiousness • Civic virtue

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103
104 **Fig. 1.Conceptual Framework of the Study**

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106 **1.3Statement of the Problem**

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108 The main focus of the study is to determine the significant relationship between
109 organizational citizenship behavior and its possible indicator which organizational culture
110 and the influence of profile variables. Specifically, it sought to answer questions on (1) what
111 is the level of organizational culture of the of the city government of Digos in terms of
112 dominant characteristics, organizational leadership, management of employees,
113 organization glue, strategic emphasis and criteria of success. Also, on what is the level of
114 organizational citizenship behavior of the city government of Digos in terms of altruism,
115 courtesy, sportsmanship, conscientiousness and civic virtue. Hence, significant relationship
116 between organizational culture and organizational citizenship behavior of the city
117 government of Digos is tested. Finally, on what influence do employment and demographic
118 variables have on the organizational citizenship behavior of the city government of Digos.

119

120 **1.4Significance of the Study**

121

122 The study would contribute to the body of knowledge about culture of purpose through the
123 perspectives of the organizational citizenship behavior of department heads, employee's
124 feelings about their jobs, and their motivation to work because they find the job challenging
125 and satisfying with the expectation of accomplishment and rewards. The findings of this
126 study will be beneficial to the following: This study will serve as a basis for the Chief
127 Executive and Public Officials in planning effective programs to upgrade and develop the
128 organizational citizenship behavior of department heads to create the best foundation in their
129 culture of purpose. Moreover, the result of the study will encourage department heads to
130 build up their abilities to foster the best behavior in the organizational citizenship.
131 Furthermore, the result of the study will give confidence to employees to put together up

132 their skills to foster good relationship with their department heads. Additionally, this study will
133 serve as a reference material for other researchers by providing them with information which
134 may be used for further investigation and studies.
135
136 **2. METHODOLOGY**
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138 Presented in partare the research design, research locale, population and sample, research
139 instrument, data collection and statistical tool.
140
141 **2.1 Research Design**
142
143 This study adopts the quantitative, non-experimental research design particularly the causal-
144 correlational design. Correlational technique is a non-experimental design, where researcher
145 examines the relationship between two or more variables in a natural and normal setting
146 without manipulation and control in correlational studies, the researchers examine the power
147 of relationships between variables by determining how change in one variable is correlated
148 with change in the other variable. It earnestly intends to seek the relationships between two
149 co-variates, or independent behaviors, situations or events.
150
151 A correlation could either be positive or negative. A positive correlation is defined as the
152 positive relationship between the two independent co-variates, and that as one increase, so
153 as the other. Negative correlation means that there is a negative relationship between the
154 two independent co-variates, where the increase in one co-variate is related to a decrease in
155 the other (Keegan, 2014). Generally, correlational studies have independent and dependent
156 variables, but the effect of independent variable is observed on dependent variable without
157 manipulating the independent variable (Patidar, 2013).
158
159 It has been established in the literature review that one of the factors affecting organizational
160 citizenship behavior is organizational culture (Sarafraz and Kia, 2015).In this study, the
161 independent variable is the organizational culture with the dimension's dominant
162 characteristics, employee management, organizational leadership, organizational glue,
163 strategic emphasis and criteria of success. The dependent variable on the other hand is
164 organizational citizenship behavior with the indicator's altruism, courtesy, sportsmanship,
165 conscientiousness and civic virtue.
166
167 **2.2Research Setting**
168
169 This study was conducted in the City Government of Digos City, Province of Davao del Sur,
170 Region XI, Philippines. Digos City as a component city of Davao del Sur Province, is 50 km
171 away from Davao City. Its coordinates are 6^0 45' 22.7" North Latitude and 125^0 21' 19" East
172 Longitude. It is bounded on the north of Sta. Cruz, in the south of Hagonoy, in the west by
173 Matanao municipalities and in the east by the Davao Gulf. On its physical characteristics, it
174 covers 26 barangays with a total land area of 287.87 sq.km. It lies in the foothills of Mt. Apo.
175 Digos City River serves as primary channels of run-off water from upland areas and from the
176 city's drainage system. Outfall areas are drained into the Davao Gulf.
177
178 It is a second-class city and has a total population of 170,690 based from the 2015
179 census.Agriculture is a major component of Digos City economy. Some 9,330 households or
180 37% of the total households are dependent on agriculture for their livelihood. Of the total

households dependent on agriculture, 91% are engaged in farming and the remaining 9% in fishing. The more important agricultural crops grown in the area include coconut, sugarcane, mango and banana. Among the agricultural crops, the staple crops rice and corn are the most widely grown.

2.3 Sample

The subjects and respondents of this study were 196 employees of the City Government of Digos. This is a representative sample from the population of 267 as declared by the Human Resource Management Division. Stratified random sampling method was used in the selection of the respondents.

The mode of stratification is based on the following departments: The City Planning Development Office, Budget Office, Accounting Office, Treasurers Office, City Environment & Natural Resources Office, General Services Office, City Social Welfare & Development Office, Veterinary Office, City Agriculture, OCEEM-City Enterprise Manager, HRMO, Administrator's office, City Engineering Office, OSP-Secretariat, Civil Security Unit, Local Civil Registrar and City Health Office consists of 267 regular employees (CGOD-HRMO).

2.4 Data Gathering

There are two main instruments for data gathering in this study. Both of these questionnaires underwent validation by faculty members of the Southern Philippines Agribusiness, Marine and Aquatic School of Technology.

The first survey questionnaire of the study is the Organizational Culture Assessment Instrument (OCAI). The purpose of the OCAI is to assess six key dimensions of organizational culture namely dominant characteristics, organizational, management of employees, organizational glue, strategic emphasis and criteria of success. In completing the instrument, a picture of how the organization operates and the values that characterize it will be revealed. This was obtained electronically from Pearson Education Inc and authored by Cameron and Quinn (2000) in their article Changing Organizational Culture.

The second instrument was the organizational citizenship behavior which consists of 25 items which cover the five indicators namely altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

The following steps were undertaken to gather data from the respondents who are employees of the city government of Digos City. First, securing permission from the city Mayor of Digos. The researcher submitted a formal letter to the office of the City Mayor for proper permission and consultation. After approval, the researcher proceeded to the request of permission to the respective department heads. Then, securing permission from the heads of the departments. The researcher submitted letters of permission to the 17 department heads for proper endorsement and consultation as to the mode of administration of the questionnaire. Finally, administration of the Instrument. The researcher personally administered the survey questionnaire to the employees.

2.5 Statistical Treatment

230 To treat the gathered data, first descriptive measures like relative frequency, central
231 tendency, normality to describe both profile of employees and their responses for
232 organizational culture and organizational citizenship behavior. Then, measures of
233 association to ascertain the relationship between culture of purpose and organizational
234 citizenship behavior. Causality is not necessarily considered but understanding the nature of
235 the association among variables reveals a lot about certain social phenomena. In this study,
236 Pearson Product Moment Correlation Coefficient may be used as it is a parametric statistic
237 which measures the degree of linear relationship between two variables. Alternatively,
238 Spearman rank-order correlation coefficient may be used, which is a non-parametric
239 alternative to the Pearson's correlation coefficient, when the normality assumption is
240 violated. Then ready for regression analysis used to model the influence of the demographic
241 variables to the organizational citizenship behavior. The ultimate objective of regression
242 analysis is to predict the value of the dependent variable in terms of the independent
243 variable.
244
245 **3. RESULTS AND DISCUSSION**
246
247 Table 1 and 2 below presents the distribution of the participants into the employment and
248 demographic variables respectively. Among the employment variables as found in Table 1
249 are the employees' department, position and years of service. It can be found that the
250 highest number of participants are from the OCEEM (17.9%). This is because there is a
251 large scope of work includes cemetery operations, garbage collection and maintenance of
252 the Digos City market. This was also followed by CSU (10.7%) and CAO (11.7%). As to
253 position, majority of the participants are rank and file (71.9%), followed by utility (15.8%) and
254 the least are from the administration (12.2%). As to years of service, more than a quarter
255 (27.04%) have stayed 1-5 years in service, followed by 6-10 years of service (22.45%) and
256 11-15 years (16.33%).
257

258 **Table 1.   Demographic profile of the participants**

Demographic Profile Variables	Frequency	Relative Frequency (%)
Age Group		
21-30	29	14.79592
31-40	44	22.44898
41-50	63	32.14286
51-60	46	23.46939
above 60	14	7.142857
Sex		
Male	93	47.4
Female	103	52.6
Total	**196**	**100**

259

260 **Table 2.   Employment profile of the participants**

261

Employment Profile Variables	Frequency	Relative Frequency (%)

Department		
City Health Office	20	10.2
Office of the City Enterprise Manager	35	17.9
City Treasurer's Office	10	5.1
City Accounting Office	12	6.1
Human Resource Management Office	3	1.5
City Environment Natural Resources	4	2.0
City Agriculture Office	2	1.0
Office of the SangguniangPanlungsod	6	3.1
City Budget Office	4	2.0
City Veterinary Office	3	1.5
City Assessor's Office	23	11.7
City Planning Office	8	4.1
General Services Office	10	5.1
City Engineering Office	25	12.8
Civil Security Unit	21	10.7
City Social Welfare &Dev't. Office	6	3.1
CITY Local Civil Registrar Office	4	2.0
Position		
Administrative Officer	24	12.2
Rank and File	141	71.9
Utility	31	15.8
Years in Service		
1-5	53	27.04
6-10	44	22.45
11-15	32	16.33
16-20	25	12.76
21-25	23	11.73
26-30	11	5.61
31-35	7	3.57
36-40	0	0.00
41-45	1	0.51
Total	**196**	**100**

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263

264 **Table 3.   Organizational Citizenship Behavior of the City Government of Digos**

Dimensions of Organizational Citizenship Behavior	Mean	Standard Deviation	Verbal Description
ALTRUISM			
1. has specific work with colleague with an organizationally relevant task or problem.	4.40	.75	Very high
2. serves to improve organizational effectiveness in different ways.	4.18	.83	High
3. 3. has essential ability of helping behaviors.	3.84	.94	High
4. has no direct link, or one-to-one relationship, between every instance of helping behavior and a specific gain for the organization.	3.62	.99	High
5. has helping behavior will eventually be advantageous for the organization	4.35	.81	Very high
Average	**4.08**	**.61**	**High**
COURTESY			

1. aims at preventing work-related conflicts with others.	4.15	.76	High
2. is polite and considerate of others.	4.23	.79	Very high
3. asks fellow employees if they would like a cup of coffee while you are getting one for yourself.	4.01	1.02	High
4. makes extra copies of the meeting agenda for your teammates.	4.05	.98	High
5. gives a colleague ample notice when you alter something that will affect them	4.24	.91	Very high
Average	**4.14**	**.68**	**High**

SPORTSMANSHIP

1. shows willingness on the part of employees.	4.28	.87	Very high
2. signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion.	4.11	.80	High
3. has the ability to roll with the punches" even if they do not like or agree with the changes that are occurring within the organization.	4.18	.89	High
4. reduces the amount of complaints from employees that administrators have to deal with.	4.15	.85	High
5. helps employee to conserve time and energy.	4.22	.88	Very high
Average	**4.19**	**.68**	**High**

CONSCIENTIOUSNESS

1. accepts and adhere to the rules, regulations, and procedures of the organization.	4.31	.78	Very high
2. motivates themselves to perform a task that they would like to accomplish.	4.17	.86	High
3. shows trait markers of political conservatism.	4.09	.94	High
4. has self-directedness and persistence.	4.15	.92	High
5. is hard-working, reliable, and persevering.	4.37	.86	Very high
Average	**4.22**	**.69**	**Very high**

CIVIC VIRTUE

1. shows concerns and active interest in the life of the organization.	4.22	.84	Very high
2. encompasses positive involvement in the concerns of the organization.	4.12	.82	High
3. meets and keep up with what is going on with the organization in general.	4.17	.81	High
4. defends the organization's policies and practices when they are challenged by an outside source.	4.17	.78	High
5. shows concerns and active interest in the life of the organization.	4.31	.79	Very high
Average	**4.20**	**.63**	**Very high**

265

266 The results for the description of organizational culture of the employees of the city
267 government of Digos. There are five dimensions of organizational culture namely; Dominant
268 characteristics, organizational leadership, management of employees, organizational glue,
269 strategic emphasis, criteria of success. Under each dimension are four scenarios in which
270 the employees expressed their perception as to frequency of the manifestation of each
271 scenario in the actual workplace. After data screening, it was found that all the items were
272 found to be normally distributed, thus the mean and standard deviation were used to
273 describe organizational culture. The dominant characteristics of the city government of
274 Digos can be best described as "*the organization is very results-oriented. A major concern is*
275 *with getting the job done. People are very competitive and achievement oriented".* This item
276 obtained the highest mean of 3.65 and was verbally described as often manifested. The
277 organizational leadership of the city government of Digos was described best by the
278 employees as "The leadership in the organization is generally considered to exemplify
279 entrepreneurship, innovating, or risk taking." This scenario obtained a mean of 3.62 which
280 was verbally described as often manifested. In terms of management of employees, the best

281 description for the city government of Digos was "*The management style in the organization*
282 *is characterized by security of employment, conformity, predictability, and stability in*
283 *relationships*". This item had a mean of 4.38 and verbally described as always. Considering
284 organizational glue, the city government of Digos can be thought of as "*the glue that holds*
285 *the organization together is the emphasis on achievement and goal accomplishment.*
286 *Aggressiveness and winning are common themes*". This item had a mean of 3.58 and
287 verbally described as often. In terms of strategic emphasis, the highest mean of 3.61 was
288 obtained for the description "*the organization emphasizes acquiring new resources and*
289 *creating new challenges. Trying new things and prospecting for opportunities are value*".
290 This item had a verbal description of often. Finally, the criteria of success for Digos City LGU
291 was determined as "*The organization defines success on the basis of having the most*
292 *unique or newest products. It is a product leader and innovator.*" This item had a mean of
293 3.55 and is verbally described as often

294

295 Table 3 below presents the results of the description of organizational citizenship behavior of
296 the city government of Digos with the five dimensions namely altruism, courtesy,
297 sportsmanship, conscientiousness and civic virtue. Altruism is the principle and moral
298 practice of concern for happiness of other human beings and/or animals, resulting in a
299 quality of life both material, the belief in or practice of disinterested and selfless concern for
300 the well-being of others. Generally, the level of altruism was found to be high with a mean of
301 4.08. All the items under altruism had a mean range from 3.62 to 4.4, indicating high to very
302 high levels. The overall courtesy level of the city government of Digos was also found to be
303 high with a mean of 4.14. The mean range for items under courtesy is 4.01 to 4.23 indicating
304 high to very high levels. The level of sportsmanship was also found to be high with a mean
305 of 4.19. Items under sportsmanship have mean range of 4.11 to 4.28 indicating high to very
306 high levels. Remarkably, the level of conscientiousness of the city government of Digos was
307 found to be very high with a mean of 4.22. The mean range of the items under this
308 dimension was 4.09 to 4.37 showing high to very high levels. In describing civic virtue of the
309 city government of Digos, this dimension has achieved a very high level with a mean of 4.2.
310 All the items under this dimension exhibited high to very high levels with a mean range of
311 4.17 to 4.22.

312

313 Table 4 below shows the results of the analysis of the correlation between organizational
314 culture and organizational citizenship behavior. Since the data were found to be normally
315 distributed, the Pearson product moment correlation coefficient was used. In the table, only
316 the significant relationships are shown, that is, those correlations with p-value less than 0.05
317 level of significance. Elements of organizational culture had significant correlation with
318 particular dimensions of organizational citizenship behavior.

319 **Table 4.   Relationship between organizational culture and organizational citizenship**
320 **behavior**

Independent variable	Dependent Variable	Person r Value	p-value	Remarks
Dominant characteristic The organization is a very personal place. It is like an extended family. People seem to share a lot of	Courtesy	0.147	0.04	Significant low positive
	Civic Virtue	0.154	0.032	Significant low positive

themselves.				
Organizational leadership The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk-taking	Conscientiousness	-0.141	0.049	Significant low negative
	Altruism	0.166	0.02	Significant low positive
Employee Management The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness	Altruism	-0.151	0.035	Significant low negative
Strategic emphasis The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important	Civic virtue	0.155	0.031	Significant low positive
Criteria for success The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key	Altruism	-0.148	0.039	Significant low negative
	Courtesy	-0.173	0.016	Significant low negative
	Sportsmanship	-0.141	0.049	Significant low negative
	Civic Virtue	-0.188	0.009	Significant low negative

321

322 It was found that the dominant characteristic "The organization is a very personal place. It is
323 like an extended family. People seem to share a lot of themselves" have significant
324 correlation to courtesy (r=0.147, p=0.04) and civic virtue(r=0.154, p=0.032). A low positive
325 relationship exists indicating that increasing this dominant characteristic of organizational
326 culture increases courtesy and civic virtue. The organizational leadership scenario "the
327 leadership in the organization is generally considered to exemplify entrepreneurship,
328 innovating, or risk-taking" was also found to significantly correlate with conscientiousness(r=-
329 0.141, p-0.049) and altruism (r=0.166, p=0.02). Particularly, the relationship existing
330 between the organizational leadership scenario and conscientiousness and altruism were
331 low negative and low positive indicating that an increase in the manifestation of such
332 scenario decreases conscientiousness and increases altruism. The employee management
333 culture, "the management style in the organization is characterized by individual risk-taking,
334 innovation, freedom, and uniqueness" was also found to significantly correlate with altruism
335 (r=-0.151, p=0.035). The relationship is described as low negative indicating that an increase
336 in the manifestation of that scenario of culture decreases altruism. The strategic emphasis
337 culture "the organization emphasizes permanence and stability. Efficiency, control and
338 smooth operations are important" also significantly correlates with civic virtue (r=0.155,
339 p=0.031). The relationship is described as low positive implying that an increased
340 manifestation of the scenario under strategic emphasis also increases civic virtue. The

341 criteria for success scenario "the organization defines success on the basis of winning in the
342 marketplace and outpacing the competition. Competitive market leadership is key"
343 significantly correlated with altruism(r=-0.148, p=0.039), courtesy(r=-0.173, p=0.016) and
344 sportsmanship(r=-0.141, p=0.049). These correlations are described as low negative which
345 means that increasing the manifestation of the specific scenario under criteria for success
346 decreases altruism, courtesy and sportsmanship.
347
348 This study also intends to investigate the influence of the various profile variables namely
349 employees' age, sex, department, years in service and position to organizational citizenship
350 behavior. Table 5 below shows the results of the analysis using the general linear model to
351 identify profile variables that significantly influence the different organizational citizenship
352 behavior indicators. It was found that the employees' sex had a significant influence of
353 altruism. Courtesy and sportsmanship was significantly influenced by employees'
354 department and sex. Conscientiousness and civic virtue were affected by employees'
355 department.
356
357 **Table 5.   Relationship between organizational culture and organizational citizenship**
358 **behavior**

359

Independent variables	Dependent variable	Model parameters		
		Unstandardized β coefficients	Significance value	r^2
	Altruism	Constant: 4.06	0.000	0.029
Department		0.001	0.894	
Years in service		0.001	0.329	
Position		0.082	0.595	
Age		0.003	0.586	
Sex		-0.171	0.06	
	Courtesy	Constant: 3.688	0.000	0.07
Department		0.019	0.033	
Years in service		-0.009	0.257	
Position		0.104	0.269	
Age		0.011	0.123	
Sex		-0.179	0.07	
	Sportsmanship	Constant: 3.946	0.000	0.081
Department		0.024	0.007	
Years in service		-0.007	0.370	
Position		0.073	0.421	

Age		0.007	0.326	
Sex		-0.203	0.038	
	Conscientiousness	Constant: 4.074	0.000	0.061
Department		0.021	0.023	
Years in service		-0.004	0.610	
Position		0.057	0.539	
Age		0.005	0.520	
Sex		-0.192	0.057	
	Civic Virtue	Constant: 4.308	0.000	0.042
Department		0.019	0.028	
Years in service		-0.004	0.592	
Position		-0.032	0.709	
Age		0.001	0.906	
Sex		-0.120	0.200	

360

4. SUMMARY, CONCLUSION AND RECOMMENDATIONS

361

362

4.1 Summary

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365 Organizational citizenship behavior has acknowledged much attention because as
366 employees have recognized its significant impact on organizational culture. This study
367 described the city government of Digos' organizational culture and organizational citizenship
368 behavior and examine the relationship between them. This research also endeavors to
369 investigate the influence of profile variables namely employees' age, sex, position,
370 department and years of service on the organizational citizenship behavior. Two
371 questionnaires were utilized namely the organizational culture assessment instrument
372 (OCAI) and the 25-item organizational citizenship behavior scale. These were administered
373 to 196 employees of the City Hall of Digos. Following the correlational research design, the
374 study made use of the mean, Pearson product moment correlation coefficient and the
375 general linear model as statistical tools to address the objectives of the study. Results
376 indicate that the prevailing organizational culture of the city government of Digos under the
377 context of dominant characteristics, organizational leadership, management of employees,
378 organizational glue, strategic emphasis and criteria of success. The level of organizational
379 behavior was also described as high for the indicators altruism, courtesy and sportsmanship,
380 while conscientiousness and civic virtue of the organization were described as very high.
381 Significant relationships also existed among various organizational culture scenarios and
382 indicators of organizational citizenship behavior. Finally, it was found that employees' sex
383 and department significantly influenced specific indicators of organizational citizenship
384 behavior.

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4.2 Conclusion

The distribution of the participants were described using employment and demographic variables. The organizational culture of the employees of the city government of Digos were also described. Particularly, the dominant characteristics of the city government of Digos can be best described as "the organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement oriented". The organizational leadership of the city government of Digos was described best by the employees as "the leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking." In terms of management of employees, the best description was found to be "The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships". Considering organizational glue, the city government of Digos can be thought of as "the glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes". In terms of strategic emphasis, the description "the organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are value". Finally, the criteria of success for Digos City LGU was determined as "The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator."

For organizational citizenship behavior of the city government of Digos, results indicate that the dimensions namely altruism, courtesy and sportsmanship were found to be high while conscientiousness and civic virtue were found to be very high. Elements of organizational culture had significant correlation with particular dimensions of organizational citizenship behavior. It was found that the dominant characteristic have significant correlation to courtesy. The organizational leadership was also found to significantly correlate with conscientiousness. The employee management culture was also found to significantly correlate with. The strategic emphasis culture also significantly correlates with civic virtue. The criteria for success scenario significantly correlated with altruism. The results of the analysis using the general linear model to identify profile variables that significantly influence the different organizational citizenship behavior indicators. It was found that the employees' sex had a significant influence of altruism. Courtesy and sportsmanship were significantly influenced by employees' department and sex. Conscientiousness and civic virtue were affected by employees' department.

4.3 Recommendation

Based on the findings of the study, further research is recommended to probe into the contextualization of the relationship between the particular dimensions of organizational citizenship behavior and organizational culture. The Human Resources Department should also consider the findings in increasing the morale and productivity of employees for the local government unit.

CONSENT

433 All authors declare that 'written informed consent was obtained from the participants (or
434 other approved parties) for publication of this case report.

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